

Commonwealth of Virginia State Strategy

*Goals & Objectives for completing Step 2 of the 2004 Initial
Strategy Implementation Plan (ISIP)*

April 2004

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Goal #1

Institutionalize WMD and terrorism preparedness (prevention, outreach, response and recovery capabilities) by policy, program and operational processes within the logical context of the full range of risks facing Virginia.

Objectives

- 1) By December 2004 develop an updated all hazards risk assessment for the Commonwealth that articulates the risk of WMD and terrorism in relation to the full range of hazards facing Virginia.
 - a) Assemble combined local, state, federal and private sector team, including academia.
 - b) Review relevant assessment, historical and risk data.
 - c) Develop comprehensive statewide threat assessment to guide decision-making.
- 2) By August 2004 produce a comprehensive five-year multi-risk statewide threat assessment to support prioritization and decision making for state and federal funding initiatives.
 - a) Consolidate existing program and agency specific strategies into an overall DRAFT statewide strategy.
 - b) Convene 10 stakeholder sessions to review draft and solicit input and prioritization.
 - c) Develop five-year spending plan to fulfill goals.
 - d) Develop concurrent performance management process to monitor progress.
- 3) By June 1, 2005, achieve state level EMAP accreditation and have at least 50% of all cities and counties eligible to apply for comparable accreditation.
 - a) Pursue state level accreditation.
 - b) Provide local jurisdictions with standards and require progress towards achievement to be considered in making allocations for any state and federal preparedness funding.
- 4) By August 1, 2004, create enterprise wide funding matrix that tracks the application of state and federal preparedness funding to jurisdictions, regions and state agencies to create an “enterprise architecture” to inform funding decisions.
 - a) Identify state and federal funding sources that can directly affect preparedness, including those made directly to local jurisdictions from federal sources.
 - b) Identify and target funding based on threat, risk and performance that adds incentives for measured and improved preparedness, to maximum extent practicable.

Goal #2

Enhancing the Ability to Detect and Prevent Future Acts of Terrorism.

Objectives

- 1) Enhance a statewide intelligence and information distribution and classification system that links federal, state, and local criminal justice agencies with other first responders, health and medical providers, Chief Administrative Officials and private sector representatives to support the identification of emerging terrorism related trends by with virtual connectivity by June 2004 and physical collocation by December 2005.
 - a) Maintain a secure network (TIPS) to disseminate intelligence and critical information accessible to all law enforcement and first responder agencies.
 - b) Provide predictive analysis capabilities.
 - c) Maintain a formalized liaison program with private sector stakeholders.
- 2) Establish an intelligence fusion center that will facilitate the collection, analysis and dissemination of crime and terrorism related information by with virtual connectivity by June 2004 and physical collocation by December 2005.
 - a) Establish center as co-equal joint operation among the Virginia Emergency Operations and Criminal Intelligence Centers for the purpose of fusing relevant information and staff with multi-disciplinary team.
 - b) Enhance a 24-hour tip line for individuals to report suspicious activities and concerns.
 - c) Train intelligence analysts and investigators to better collect and analyze terrorism related information.
 - d) Provide tactical and strategic intelligence collection, analysis and dissemination support to local, county, state and federal law enforcement agencies, other first responder organizations and key private sector (critical infrastructure) entities as appropriate.
 - e) Maintain and disseminate an ongoing threat analysis for statewide critical infrastructure.
 - f) Provide informational support to state and local governmental leaders and where appropriate the private sector.
- 3) Ensure that the activities of the Virginia State Police Criminal Intelligence Division will be coordinated with federal and regional intelligence centers.
 - a) Participate in FBI's Joint Terrorism Task Force, US Attorney's Anti-Terrorism Advisory Committee, Port Security Committee and related National Capital Region efforts.
 - b) Seek designation by the FBI and U.S. Attorney's office to be the state's central point of disseminating information generated by the federal agencies.
 - c) Expand an intelligence liaison program that provides direct investigative and analytical support to other agencies.
- 4) Expand and enhance the Virginia State Police Computer Evidence Recovery Unit.
 - a) Identify additional resources.

- b) Purchase enhanced equipment.
- c) Provide additional training for personnel.
- d) Advertise services to localities.

Goal #3

Develop, review, maintain, and update state agency plans addressing WMD and terrorism.

Objectives

- 1) Develop by December 2004 comprehensive agency specific WMD and terrorism prevention, response and recovery plans for the all applicable state agencies currently tasked with responsibilities in consonance with the Virginia's Terrorism Consequence Management Plan.
 - a) Assemble agency-planning teams.
 - b) Review Virginia's Terrorism Consequence Management Plan and clarify the roles and responsibilities of the state agencies in WMD and terrorism response.
 - c) Develop the agency specific plans.
 - d) Ensure consonance with Virginia's Terrorism Consequence Management Plan.
- 2) Audit and review these plans annually.
 - a) Review by the agency planning teams.
 - b) Develop and provide guidance for subsequent review by state agency management.
- 3) Strengthen formal protocols that facilitate the use of personnel and equipment in situations that result in multi-agency responses to events involving terrorism by December 2004.
 - a) Seek necessary legislation allowing mutual aid agreements with other states.
- 4) Develop protocols for incorporation of out of state teams within regional response teams.
- 5) Continue work with the stakeholder group for the seat of Virginia government to address WMD and terrorism prevention, management and mitigation by December 31, 2004.
 - a) Conduct meetings with leaders of the House of Delegates, Senate of Virginia, and Cabinet Secretaries to continue to inform.
 - b) Continue evaluation of the WMD and terrorism prevention, management, and mitigation needs of agencies at the seat of government.
 - c) Begin implementing remediation strategies for security concerns identified by joint Virginia State Police – Virginia Capitol Police assessment team by February 1, 2004.
 - d) Implement the plan to address those needs.
 - e) Reevaluate needs on an annual basis.

Goal #4

Assist local governments with WMD and terrorism planning efforts.

Objectives

- 1) Assemble regional work groups to update and implement terrorism prevention and response programs by December 2004.
 - a) Assembling the work groups.
 - b) Actively participate with work groups, assess existing regional programs, and the need for new programs.
 - c) Develop program strategy for all regional participants.
 - d) Review programs annually.
- 2) Continue liaison with local governments in matters of mutual interests concerning WMD and terrorism action with specific focus on the protection of critical infrastructure and the creation of necessary processes for public-private sharing of data.
 - a) Define critical infrastructure protection as it pertains to state agency, local and private sector capabilities specific to Virginia.
 - b) Increase coordination with local government plans for more effective and efficient risk management capabilities.
- 3) Provide assistance for local governments in assessing the vulnerability of their agricultural enterprises, mitigating the potential impact of WMD and terrorism on these enterprises and preparing for an appropriate response by October 2005.
- 4) Work with public and private sector agricultural stakeholders to define a process for enhanced coordination.
- 5) Develop and publish voluntary compliance guidelines that will further manage agricultural related risks.
- 6) Define standardized process for assisting local governments in collaboration with stakeholder groups.
- 7) Deploy the assistance process with high-risk localities first.
- 8) Develop and communicate comprehensive WMD and terrorism prevention, response and recovery operational guidelines for Virginia's local governments, departments, and agencies in cooperation with other state agencies serving first responders by October 2004.
 - a) Assemble a planning team.
 - b) Conduct research to include stakeholder meetings, focus groups, and surveys.
 - c) Prepare draft operational guidelines.
 - d) Ensure consonance with other state/local agency procedures.
 - e) Identify pilot jurisdictions in each of Virginia's seven regions to test, evaluate and where needed modify guidelines before statewide adoption.
 - f) Market and communicate the final guidelines to local departments.
 - g) Develop and distribute job aids to local departments.

- 9) Update detailed threat and vulnerability assessments identifying potential targets and critical assets in both the public and private sectors.
 - a) Establish schedule for updates.
 - b) Adopt nationally recognized assessment methodology to support assessment process.
 - c) Assemble and train teams.
 - d) Conduct assessments.

Goal #5

Continue to build a regional response capability among local governments and state agencies developed around Virginia's seven regions.

Objectives

- 1) Establish multi-agency assessment teams in conjunction with Virginia's seven regions by December 1, 2004.
 - a) Establish a working group to write guidance for assessment teams by June 1, 2004.
 - b) Develop Standard Operating Procedures to cover member agency operations by December 1, 2004.
 - c) Identify member agency personnel to participate in emergency operations within the seven regions by October 1, 2004.
- 2) Interact with various local governments and state working groups by June 2005.
 - a) Evaluate the interaction between state agency regions and the Virginia seven regions.
 - b) Develop a plan to support the seven region response that accommodates state agency and local government needs.
- 3) Develop agricultural emergency response capabilities around a regional concept that enhances cooperation and resource sharing with other state agencies by October 2004.
 - a) Identify available response resources in currently defined program regions.
 - b) Organize personnel resources utilizing the ICS framework; organize regional teams to maximize cooperation and resource sharing with other state agency emergency response assets.
 - c) Develop SOP for deploying regional response teams during emergencies.
 - d) Equip, train and exercise defined regional teams; secure funding for these activities.
- 4) Develop, train, equip, and make available for deployment seven regional Mobile Incident Support Teams (MISTs) to assist local jurisdictions/departments with implementing the incident management system (IMS) during the early response phase by September 2004.
 - a) Assemble implementation team.
 - b) Identify statewide IMS program manager to coordinate local/regional/state efforts to implement IMS.
 - c) Recruit participants.
 - d) Provide additional training for members.
 - e) Procure equipment.
 - f) Make teams available for deployment through Virginia EOC.

- g) Conduct routine evaluation, monitoring, and periodic refresher/update training.

5) Develop, train, equip, and make available for deployment seven regional heavy/technical rescue (HTR) teams to assist local jurisdictions/agencies with urban search and rescue after WMD incidents by September 2005.

- a) Conduct reviews of existing, non-state supported regional HTR teams.
- b) Identify HTR program manager to coordinate regional team activities.
- c) Recruit participants for state-level program.
- d) Develop and adopt appropriate standards for teams.
- e) Provide additional training for teams to meet standards.
- f) Procure and distribute equipment to teams.
- g) Make teams available for deployment through Virginia EOC.
- h) Conduct routine evaluation, monitoring, and regular refresher/update training.

6) Maintain and enhance state agency response capability at the operations-level to support the regional teams during WMD and related incidents by September 2005.

- a) Conduct reviews of existing inventories and training.
- b) Provide additional hazmat/CBRNE training for response personnel.
- c) Procure and distribute additional equipment in all seven divisions.
- d) Conduct routine evaluation, monitoring, and periodic refresher/update training.

Goal #6

Mirror Commonwealth Preparedness Working Group at regional level to implement regional WMD and terrorism initiatives.

Objectives

- 1) Participate in the implementation and function of working groups at the regional level by December 2004.
 - a) Select the appropriate state and local representatives from the regions.
 - b) Provide appropriate staff to support this effort.
- 2) Create and staff necessary additional field operations divisions (for a total of seven per state agency where appropriate to enhance outreach, support, training, service, and coordination within state government and with local government by September 2004).
 - a) Map new regions based on seven state regions where appropriate.
 - b) Identify resources to implement agency transitions.
 - c) Develop necessary partnerships for regional office co-location.
 - d) Transition agency record-keeping, customer service, and support activities to new regional template.
 - e) Communicate changes to state/local clients through on-site visits and other modes.
 - f) Conduct routine site visits, attend meetings, deliver training, participate in local/regional preparation, response, and recovery activities.

- 3) Provide statewide public safety telecommunications interoperability support, coordination, and consultation for local, regional, and state entities by February 2004.
 - a) Telecommunications interoperability coordinator in the Office of the Secretary of Public Safety will be responsible for executing the strategy.
 - b) Communicate available services and support activities to state/regional/local entities.
 - c) Participate in state/regional/local activities and conduct outreach to promote interoperability, provide policy guidance, and deliver technical support.
 - d) Conduct routine evaluation and monitoring of statewide interoperability efforts/status/capability.

Goal #7

Use ODP and other relevant funding to improve prevention, response and recovery capabilities at the local governments through the purchase, maintenance, and rotation of eligible equipment.

Objective

- 1) Support CBRNE/WMD prevention, response and recovery efforts through the procurement and distribution of equipment to support local/regional incident management, technical prevention, response and recovery capabilities by September 2005.
 - a) Conduct reviews of existing inventories and training.
 - b) Procure and distribute additional equipment to local governments in all seven divisions and on mobile platforms.
 - c) Implement grant incentive program that promotes enhanced regional and mutual-aid initiatives
 - d) Conduct routine evaluation, monitoring, and audits.
 - e) Provide technical support to local governments.

Goal #8

Continue to improve state-level response and recovery capabilities through the purchase of eligible equipment.

Objectives

- 1) Equip personnel of state government with the necessary equipment to prevent, respond to, and recover from a WMD or terrorism incident by September 2005.
 - a) Continue constant study of equipment needs of all involved state agencies.
 - b) Assess equipment being acquired by regional emergency responders to ensure compatibility and interoperability.
 - c) Develop and field a logistical control mechanism to provide for long term management, maintenance and sustainment of equipment.
 - d) Continue to prioritize equipment needs to guide acquisitions schedule.
 - e) Obtain equipment and distribute it to agency personnel.
 - f) Train agency personnel on the proper usage of equipment.
 - g) Equip state agencies at the seat of government with communications equipment necessary to respond to a WMD or terrorist incident by January 2005.
 - h) Assemble a team to assess communication needs.

- i) Determine the equipment necessary to meet those needs.
 - j) Establish an equipment logistics management, maintenance and sustainment process.
 - k) Obtain, distribute, and train essential personnel on equipment operation.
- 2) To purchase equipment which will allow state law enforcement officers to support local governments, and other state agencies in response to WMD.
 - a) Assemble a team to assess equipment needs.
 - b) Determine the equipment necessary to meet those needs.
 - c) Establish an equipment logistics management, maintenance and sustainment process.
 - d) Obtain, distribute, and train essential personnel on equipment operation.
- 3) Equip agricultural responders with the appropriate personal protective equipment for their role by October 2005.
 - a) Determine response levels appropriate for identified agency personnel.
 - b) Determine personal protective equipment needs based on identified response levels in consultation with ODP and USDA.
 - c) Establish an equipment logistics management, maintenance and sustainment process.
 - d) Obtain, distribute, and train essential personnel on equipment operation.
 - e) Train and exercise with appropriate equipment.
- 4) Establish a statewide radio interoperability system that will link the independent wireless voice and data systems used by state and local first responders through December 2005 (and beyond).
 - a) Develop a statewide plan for radio interoperability through the auspices of existing radio interoperability coordinator in the Office of the Secretary of Public Safety.
 - b) Install inter-connector or “patching” technology in a mobile command post or mobile communications vehicle.
 - c) Network a number of inter-connector devices in fixed locations (state police dispatch centers) in an effort to provide permanent radio system interoperability.
 - d) Seek funding for Statewide Agencies Radio System (STARS).
- 5) Integrate existing equipment and expand where necessary to allow video teleconferencing between state agencies by December 2004. This would facilitate communications during incidents, exercises, and training sessions.
 - a) Develop design requirements.
 - b) Identify additional resources.
 - c) Equip agencies.
- 6) Enhance Virginia State Police Tactical Information Processing System (TIPS) to allow storage and transmission of images.
 - a) Develop specifications.
 - b) Design and implement system.
 - c) Test, evaluate, and make modifications.

7) Update FLIR units on all Virginia State Police helicopters.

- a) Develop specifications.
- b) Equip aircraft.

Goal #9

Continue to provide WMD and terrorism training to local government personnel.

Objectives

- 1) Continue implementation of a statewide homeland security-training program tailored for a broad spectrum of personnel at the awareness, performance, planning and management levels by June 1, 2004.
 - a) Assess training needs of local government.
 - b) Identify available courses that meet needs.
 - c) Train instructors.
 - d) Schedule courses.
 - e) Conduct and evaluate courses.
 - f) Improve course content and delivery as necessary.
 - g) Determine needs unmet by available courses.
 - h) Define training objectives to meet needs.
 - i) Develop new courses.
 - j) Train instructors.
 - k) Schedule courses.
 - l) Conduct and evaluate courses.
 - m) Improve course content and delivery as needed.
 - n) Assess training needs.
- 2) Research, design, test, and distribute a terrorism pocket reference guide for all first responder and other personnel likely to be engaged in an incident. Such guide should include but not be limited to information pertaining to bomb threats, biological/chemical incidents, anthrax, hazardous materials, crime scene management, identification documents, response guidelines, NIMS, etc, by December 31, 2004.
 - a) Review information available from federal sources, state sources and others to determine components of the guide.
 - b) Determine logical format which will allow practical application of the guide by line first responder and other personnel.
 - c) Determine costs, production, and distribution methods.
 - d) Distribute reference guide.
 - e) Determine update plan and resources.
- 3) Achieve integration of WMD terrorism training into all state and federally funded preparedness related programs and prepare implementation plan by December 31, 2004.
 - a) Conduct a search of all grant sources to determine eligible opportunities for funding.

- b) Determine training needs based upon average annual growth and need for first responder personnel.
- c) Integrate activities of the READI institute.
- d) Create budget position document to use to support long-term sustainment of effort.
- e) Create opportunities for and make presentations for additional funding.

Goal #10

Continue to provide WMD and terrorism training to state agency personnel.

Objectives

- 1) Identify necessary component training requirements for first responders and others likely to be engaged in an incident, including personnel classified as law enforcement officers, dispatchers of law enforcement personnel, and correctional officers of the Department of Corrections by December 31, 2004.
 - a) Continue the state training consortium, a focus group of practitioners trained in WMD and terrorism issues to formulate the components of training requirements.
 - b) Pilot test the curriculum requirements in an entry-level program for the various first responder practitioners.
 - c) Present identified training components to all appropriate training oversight bodies for adoption into training requirements.
- 2) Pursue a permanent funding source for continued training beyond any grants provided by the federal government by December 31, 2004.
 - a) Determine training needs based upon average annual growth and need for first responder personnel.
 - b) Identify state and federal funding sources that can support WMD terrorism preparedness when training programs are fully integrated into standing training efforts.
- 3) Provide WMD and terrorism training to essential personnel by December 2005.
 - a) Continue training consortium activities and develop a five year training schedule to address identified comprehensive training needs.
 - b) Identify and address financial and policy related issues that to facilitate the training.
 - c) Establish a training schedule.
 - d) Conduct training.
 - e) Review training needs annually.
- 4) Support CBRNE/WMD and all-hazards response efforts by training agency operations personnel in specialized incident management, prevention, evidence collection and analysis, public and agricultural health response, heavy/technical rescue, hazardous materials/WMD and other personnel likely to be engaged in an incident by September 2005.
 - a) Conduct reviews of existing capabilities and salient needs.
 - b) Deliver training in all seven divisions for operations-qualified personnel.
 - c) Conduct routine evaluation, monitoring, and periodic refresher/update training.

- 5) Enhance the capabilities of the Virginia State Police Counter-terrorism and Criminal Interdiction Unit.
 - a) Train personnel in the use personal protective equipment.
 - b) Train personnel in the use of detection and monitoring equipment.
 - c) Train personnel in awareness and incident management.
 - d) Train personnel in critical infrastructure protection.
- 6) Train Fusion Center analysts in advanced intelligence processing techniques.
 - a) Identify courses training needs.
 - b) Obtain resources to deliver courses.
 - c) Provide training.

Goal #11

Continue development of WMD and terrorism training courses for Virginia.

Objectives

- 1) Create and provide advanced training on WMD and terrorism related issues to state agency personnel by December 31, 2004.
 - a) Formulate a focus group comprised of trained certified knowledgeable criminal justice instructors in areas related to WMD and terrorism issues.
 - b) Identify necessary components of advanced training which will enhance the capabilities of Virginia law enforcement officers, private security and other first responders, to prevent and deter terrorist activity (foreign or domestic) and provide the capability of using ICS or NIIMS in the event of a terrorist incident to respond and resolve the situation.
 - c) Formulate and create a standardized lesson guidelines and objectives Incorporating but not limited to ODP guides for awareness, operations and command.
- 2) Create a cadre of instructors to provide terrorism training on all levels for private security services personnel by December 31, 2004.
 - a) Formulate a cadre of qualified individuals in WMD and terrorism issues to determine training components of an instructors training program for private security services business personnel.
 - b) Create objectives and lesson plan guides for pilot testing in a controlled environment with selected instructors from the private security industry.
 - c) Make necessary adjustments to program, advertise, and implement training.
- 3) Support coordinated CBRNE/WMD training efforts by continued participation in state-level Terrorism Training Consortium through September 2005 and beyond.
 - a) Identify participants.
 - b) Participants attend meetings and actively participate in work groups.
 - c) Conduct routine evaluation and monitoring.

- 4) Support coordinated CBRNE/WMD training efforts by continued participation in federal-level terrorism training/coordination activities through September 2005 and beyond.
 - a) Identify participants.
 - b) Participants attend meetings and actively participate in work groups.
 - c) Conduct routine evaluation and monitoring.

Goal #12

Implement a statewide WMD and terrorism exercise program for state agencies and local governments.

Objectives

- 1) Expand the current state exercise program to include a statewide comprehensive Homeland Security Exercise and Evaluation Program and Commonwealth of Virginia Homeland Security Strategy by June 1, 2004.
 - a) Identify planning and development staff.
 - b) Orient planning and development staff.
 - c) Evaluate state and local government assessment data.
 - d) Define exercise program development milestones by February 27, 2004.
 - e) Organize and conduct an Exercise Planning Workshop facilitated by the Department of Homeland Security for all stakeholders by March 31, 2004.
 - f) Coordinate, publish, and implement a state homeland security exercise and evaluation program as well as a 5-year exercise plan by June 1, 2004.
 - g) Conduct Exercise Planning Workshops in each of the seven statewide regions by August 31, 2004.
 - h) Observe exercises and collect evaluation data.
 - i) Analyze evaluation data to compare performance against expected outcomes.
 - j) Create standing process at local and state level to translate exercise findings into action plans with measurable benchmarks towards accomplishments. Submission of exercise findings, action plan and performance measurement criteria will be pre-requisite for eligibility for all federal preparedness funds.
- 2) Conduct a WMD or terrorism exercise in the Seat of Government by December 30, 2004, focusing on command, control, coordination and communication among decision makers and with employees and including the three branches of government.
 - a) Assemble an exercise planning team.
 - b) Develop the exercise.
 - c) Conduct the exercise.
 - d) Evaluate the exercise and report the findings to the organizations involved.
 - e) Develop action plan with timelines to correct deficiencies discovered by the exercise.
- 3) Utilize a simulated aggressor force ("Red Cell") to test protective services at the seat of Virginia government by June 2005.
 - a) Create planning team to determine goals as well as best method for accomplishing assessment.

- b) Secure approval from leadership of all branches of government on goals and proposed assessment.
- c) Identify and acquire required resources.
- d) Jointly develop the Red Cell assessment.
- e) Conduct Assessment.
- f) Evaluate and critique results.
- g) Develop action plan with timeline to correct deficiencies.

Goal #13

Coordinate with federal agency exercise activities.

Objectives

- 1) Participate in NORTHCOM Exercise Determined Promise 2004.
 - a) Participate in planning and design sessions.
 - b) Refine goals and objectives and solicit local and state agency approval by June 15, 2004.
 - c) Ensure adequate staffing and equipment.
 - d) Execute exercise.
 - e) Evaluate performance.
 - f) Develop action plan with timeline to guide revisions to protocols/equipment/training.
- 2) Participate in other federal exercise initiatives as they arise.
 - a) Identify federal exercise opportunities through agency points of contact.
 - b) Include federal exercises within Virginia's exercise calendar as appropriate.

Goal #14

Coordinate state agency play to support local exercises.

Objective

- 1) Incorporate state agency play into local exercises by October 1, 2004.
 - a) Assist local exercise planners with developing extent of play.
 - b) Create state-federal simulation cells that can assist communities with exercise play.
 - c) Utilize state agencies as liaison with federal players.

Goal #15

Educate the public about the risk of terrorism and the steps individuals and families can take to protect themselves.

Objectives

- 1) Coordinate with local government and state agency public information officers in developing communications strategy to inform the public about terrorism preparedness.
 - a) Identify appropriate local and state government public affairs personnel by December 2004.
 - b) Develop draft communications strategy by June 2004 and finalize by October 2004.

- 2) Aggressively promote and integrate existing state agency outreach efforts including brochures, Web site, etc.
 - a) Evaluate current efforts and existing guides (Health, NCR, VDEM etc.).
 - b) Modify efforts as needed to provide for integrated complimentary statewide approach among all preparedness funding programs.
 - c) Implement outreach efforts.
- 3) Implement comprehensive Alert Warning System for citizens and businesses.
 - a) Create enterprise wide system.
 - b) Promote system through various outreach methods and integrate into existing outreach efforts.
- 4) Survey emergency managers, state and local Public Information Officers, and general public about attitudes toward preparedness.
- 5) Promote related preparedness stories in the media when appropriate.
 - a) Identify appropriate stories and media outlets.
 - b) Work with media to facilitate coverage of stories.

Goal #16

Improve local and state public information capabilities when responding to terrorism and disasters.

Objectives

- 1) Offer Joint Information Center (JIC) training to local government and state agency public information officers by September 2004.
 - a) Identify the location of courses.
 - b) Offer at least three JIC training courses in 2004.
- 2) Include public affairs activities in all terrorism exercises and encourage local and state PIO participation.
 - a) Improve communication with local and state PIOs through regular meetings.
- 3) Enhance the current public inquiry system.
 - a) Recruit and train call center volunteers who are able to staff a Public Inquiry Center (PIC) on short notice. Conduct at least one training per year with next training to take place by June 2004.
 - b) Update current call center volunteers yearly and maintain accurate records of volunteer contact information.
 - c) Implement a call-tracking system and test the system by July 2004.
 - d) Identify a backup PIC site by December 2004.

Goal #17

Support and strengthen Virginia's Cyber-Security efforts.

Objectives

- 1) Implement Statewide Cyber Security Office by July 2004.
 - a) Identify critical resources.
 - b) Implement Statewide Technology Contingency Plan and coordination function
 - c) Implement technology-related critical infrastructure protection plan and function
 - d) Implement technology watch function
 - e) Expand cyber threat detection function in coordination with state law enforcement and academic communities under direction of central state technology manager.
 - f) Implement cyber incident direct response function.
- 2) Develop and implement an enterprise GIS based "Statewide Tactical Information System" which will provide the technical and management infrastructure to link appropriate decision makers and staff with all the critical data and analysis tools required to plan for, prevent respond and recover from emergencies and disasters, including terrorist attacks by October 2004.
 - a) Develop project plan and approach.
 - b) Acquire hardware and software.
 - c) Populate database.
 - d) Test and verify data.
 - e) Training and implementation.

Goal #18

Strengthen Virginia's Continuity of Operations and Continuity of Government capabilities among and between all three branches of state government.

Objectives

- 1) Continue Continuity of Operations planning through December 2005.
 - a) Review existing COOP plans in light of previous state agency analysis and update tasking due for completion by June 2004.
 - b) Identify remaining gaps and shortfalls.
 - c) Update COOP plans.
- 2) Continue Continuity of Government planning through December 2005.
 - a) Expand on just completed strategic COG plan to develop branch specific implementation plans.
 - b) Identify needs and develop action plans to address gaps and shortfalls.
 - c) Update COG plans.
- 3) Include COOP and COG issues in exercises as they occur.
 - a) Identify exercises where COOP and COG issues are appropriate elements of play and include a joint branch senior leaders tabletop exercise in June 2005

- b) Write COOP and COG issues into scenarios.
- c) Include COOP and COG evaluations as part of exercise assessment.

Goal #19

Develop, support and enhance Virginia's Citizen Corps programs as a core component of the Virginia Corps initiative as a means to increase community-based citizen preparedness efforts and encourage Virginia residents' participation in citizen prevention, preparedness, response and recovery efforts. Complete action plan with corresponding 5 year timeline for establishing and sustaining local Citizen Corps programs that connect Virginians with a wide range of homeland security, emergency preparedness, crime prevention, mitigation, public health and safety volunteer service opportunities by June 2004.

- a) Build an awareness of the need for a safer, stronger and more united Virginia and the role each citizen plays in preparedness through service to their community.
- b) Conduct and expand a citizen education and preparedness outreach strategy.
- c) Promote and encourage the establishment of local Citizen Corps programs offering training and volunteer opportunities that support first responders, disaster relief groups and community health and safety efforts to include the four charter federal Citizen Corps programs: Community Emergency Response Teams (CERT), Neighborhood Watch, Volunteers in Police Service (VIPS) and Medical Reserve Corps (MRC).
- d) Expand and implement strategies that will enable collaboration locally, regionally and statewide among Citizen Corps program partners and affiliates.
- e) Coordinate and integrate Citizen Corps activities with other Department of Homeland Security funded programs including exercises and training.
- f) Sustain and expand electronic and Web-based communication mechanisms to share best practices among localities in Virginia and nationally.
- g) Maintain performance measurement and tracking mechanisms for Citizen Corps Councils.